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PARCEL TO PARCEL LINKAGE

PROJECT 1

KINGSTON-BEDFORD / ESSEX
& PARCEL 18

**CHALLENGE
TRACK**

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The Challenge Track is a series of programs designed to provide an opportunity for the private sector to participate in the development of the transportation system. The programs are designed to provide an opportunity for the private sector to participate in the development of the transportation system. The programs are designed to provide an opportunity for the private sector to participate in the development of the transportation system.

I. INTRODUCTION

The first phase of the Challenge Track was the development of the program. The first phase of the Challenge Track was the development of the program. The first phase of the Challenge Track was the development of the program.

As originally formulated, the program established five criteria which must be satisfied to obtain various categories of assistance. The program established five criteria which must be satisfied to obtain various categories of assistance.

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On June 25, 1974, the Board of the Boston Redevelopment Authority voted to accept the Challenge Track and the Department of Commerce and Finance. The Board of the Boston Redevelopment Authority voted to accept the Challenge Track and the Department of Commerce and Finance. The Board of the Boston Redevelopment Authority voted to accept the Challenge Track and the Department of Commerce and Finance.

The Challenge Track is a means of accelerating the development process for the Parcel 18 and Kingston-Bedford Essex projects while providing an opportunity to increase the amount of community benefits and maintaining appropriately scaled development. It allows the winner of the RFQ phase to secure a stronger equity position and gain management control of the projects. By eliminating the need to issue a Request for Proposals, the Challenge Track also simplifies the development approval process and facilitates groundbreaking in the Spring of 1988. Under the Challenge Track, the first phase buildings could be ready for occupancy in the last quarter of 1990, a time which the city considers more advantageous for the program.

As originally formulated, this approach establishes five criteria which must be satisfied to obtain tentative designation as developer of both projects:

- o Expansion of the minority and community participation in the venture;
- o Development of a detailed and comprehensive community benefits plan;
- o Development of a feasible housing creation and production plan;
- o Submission of a development plan for each site that is sensitive to the neighborhoods and complies with city and state regulations; and
- o To the maximum extent feasible, the team should negotiate a financing plan with private investors that assures that the projects will be built; assures the financial viability of the projects; and vests management control with the community partners.

On June 25, 1987, the Board of the Boston Redevelopment Authority voted to adopt the Challenge Track and the designation of Columbia Plaza Associates as the winner of the Request for Qualifications phase. The recommendation was subsequently adopted by the Boards of the Public Facilities Department, the Real Property Department, and concurred in by the Massachusetts Bay Transportation Authority. With the endorsement of these government entities, Columbia Plaza Associates is thus offered the opportunity to pursue the Challenge Track. If Columbia Plaza Associates elects to do so, the team must satisfy the criteria outlined in this document within 120 days in

order to receive tentative developer designation for the public parcels. The team will work with the Chinatown/South Cove Neighborhood Council, the Parcel 18+ Task Force and other community review groups to develop a proposal which meets the objectives of the Parcel to Parcel Linkage program. The community review process is outlined on pages 4-6.

At tentative designation, terms and conditions will be drafted to incorporate commitments made as a result of the Challenge Track, along with standard terms and conditions which govern the disposition of public parcels. In accordance with these standard procedures, the development team must receive both tentative and final developer designation prior to the transfer or lease of the property. Tentative designation initiates a review process during which the city works with the community and the development team to finalize the projects' financing, urban design, and community benefits program. Final designation and the subsequent transfer of property may occur once the review process is completed in accordance with the terms and conditions. Under existing procedures, tentative designation will require a vote by the BRA Board and concurrence by the participating public agencies.

BACKGROUND

with the goal of revitalizing the economy and improving the quality of life in the Haverly and Chinatown neighborhoods, the first project of the Parcel 16 Parcel Linkage Program has progressed through a comprehensive and in-depth community planning and design process. The Parcel 16 Task Force and Chinatown/South Cove Neighborhood Council have worked with city and state officials to develop a plan for the area.

II. COMMUNITY REVIEW PROCESS

The primary goal of the community review process is to ensure that the Parcel 16 Parcel Linkage Program is developed in a way that is consistent with the community's needs and desires. The community review process includes the following steps:

Community Meetings Representatives of the Parcel 16 Task Force, the Haverly CDC and Chinatown/South Cove Neighborhood Council are among the organizations that are participating in the community review process. The community review process is a public process that is designed to ensure that the community's needs and desires are taken into account in the development of the Parcel 16 Parcel Linkage Program. The community review process includes the following steps:

Throughout the community review process, the Parcel 16 Task Force and the Chinatown/South Cove Neighborhood Council have been the official community review entities for the Parcel 16 Parcel Linkage Program. These groups advised the city on the issues to be addressed in the development of the Parcel 16 Parcel Linkage Program and reviewed and approved the final plan. These groups were also responsible for the following tasks:

Public Hearing The public hearing is a key part of the community review process. It is a public hearing where the community can express their views on the Parcel 16 Parcel Linkage Program. The public hearing is held on a regular basis and is open to the public. The public hearing is held on a regular basis and is open to the public. The public hearing is held on a regular basis and is open to the public.

BACKGROUND

With the goal of revitalizing the economies and improving the quality of life in the Roxbury and Chinatown neighborhoods, the first project in the Parcel to Parcel Linkage Program has progressed through a comprehensive and broad-based community planning and review process. The Parcel 18+ Task Force and Chinatown/South Cove Neighborhood Council have worked with city and state representatives through over 700 hours of meetings. This community input has contributed to strengthening all aspects of the Parcel to Parcel Linkage program. Community involvement in the Parcel 18/Kingston-Bedford Essex project to date has included:

Concept Development: Representatives of the Parcel 18+ Task Force, the Roxbury CDCs and Roxbury residents are among the signatories to the Parcel 18+ Agreement governing the linked disposition of Parcel 18 and a major downtown parcel. By Fall of 1985, negotiations were underway with the Chinatown/South Cove Neighborhood Council to provide the opportunity for proportionate benefits to Chinatown.

Throughout the concept development process, the Parcel 18+ Task Force and the Chinatown/South Cove Neighborhood Council have been the official community review entities for Roxbury and Chinatown. These groups advised the BRA on the issues to be addressed in the objectives set forth in Interim Report and reviewed and submitted written comments on the Report. These comments were used to formulate the draft RFQ.

RFQ Process: The RFQ process is the aspect of the project in which the communities have had the greatest input. The draft RFQ, incorporating comments from community representatives and a range of other interested parties, was itself distributed for comment. During the comment period,

written recommendations, suggestions and questions were submitted by the community review groups. These comments were then incorporated into the final RFQ.

A review panel was established to facilitate the communities' reviews of the submissions. Representatives from the Parcel 18+ Task Force and the Chinatown/South Cove Neighborhood Council, as well as from the MBTA, the BRA, the Real Property Department, the Governor's Office of Economic Development, and the Executive Office of Transportation and Construction, heard presentations by each of the teams at a public meeting on February 12. Following this meeting, requests for clarification of the information presented by the five developers orally and in their initial submissions, were issued. This information formed the data base that was used to narrow the field to three teams which best met the criteria.

In March, the two community groups sponsored public meetings in Roxbury and Chinatown to which the three finalists were invited to present their qualifications. Following the meetings there was a two week comment period. Questions obtained during the meeting and during the comment period were incorporated into a second request for clarification issued to the three finalists. Responses were received at the end of April.

During this period the Task Force and the Neighborhood Council representatives attended panel meetings to discuss their independent analyses of the team's qualifications and the analyses prepared by BRA staff. These groups also brought to the meetings the concerns raised in their communities, and took back to the communities the latest information about the evolving process.

At the May 14 meeting of the panel, the two communities submitted their recommendations for an RFQ winner. These recommendations, along with that of the BRA staff, were incorporated into the Director's Report submitted to the BRA Board.

Environmental Review: The environmental review process officially began in June 30, 1986, when Environmental Notification Forms were submitted to the Executive Office of Environmental Affairs. The ENFs were specially drafted to include concerns that had been raised by the Chinatown and Roxbury communities in comments on the Interim Report and the draft RFQ.

Scoping sessions were held in Roxbury and Chinatown in July and August. An important part of the advertisement of the meeting was distribution of a newsletter which gave an overview and update on the progress of the Parcel to Parcel Linkage Program, and explained the terminology and process of environmental review.

At the scoping sessions, residents raised a variety of issues which were used by the Massachusetts Environmental Protection Agency (MEPA) to establish the scope of the review. A number of letters from residents were attached to the comment letter issued by the MEPA office.

The BRA has hired consultants to conduct the review and write the Environmental Impact Report. Preliminary drafts of this document have been submitted to the communities for their review. Particular focus has been on the socio-economic impacts section of the report, which deals with issues such as displacement and standard of living and outlines existing and proposed policies and programs to mitigate adverse impacts of the development. The Draft Environmental Impact Report, when completed, will be distributed for comment and a public hearing will be held. These comments will be used to complete the Final Environmental Impact Report.

Developer Selection: The community has been involved in selection of a development team through parallel processes:

- o Direct input through three public presentations of the developers' proposals and the distribution of materials submitted by the competing teams. A comment period for these presentations extended through April 14, 1987.
- o Representation of Roxbury and Chinatown on the Review Panel. Representatives of the Chinatown/South Cove Council and the Parcel 18+ Task Force were members of the panel and gave input on their respective community's views. The primary role of the Review Panel was to facilitate the community recommendation process for the Council and Task Force.
- o The Chinatown/South Cove Neighborhood Council and Parcel 18+ Task Force submitted their respective recommendations to the BRA on May 14, 1987.

COMMUNITY INVOLVEMENT IN THE CHALLENGE TRACK

The Parcel 18+ Task Force and the Chinatown/South Cove Neighborhood Council will continue to play a major role in shaping the community benefits and the design plans for both sites. The Parcel 18+ Task Force and the Chinatown/ South Cove Neighborhood Council already have done extensive work on employment, employment training, child care and other issues that will be used in the formulation of appropriate policies governing provision of these benefits to the communities. In particular, the following roles are envisioned for the Neighborhood Council and the Task Force:

- o The community review groups will work with the developers in the formulation and review of the housing production plans;
- o The communities will continue to be involved in the environmental review process. They will review all design plans and the draft and final environmental impact reports;
- o The communities will work with the development team in the formulation of plans to provide community benefits;
- o The review groups will also work with the public agencies in planning service programs for the provision of benefits.

The emphasis during the 120 day Challenge Track period will be on addressing the specific concerns raised by the Chinatown and Roxbury

communities through their comments on the draft Challenge Track document. The BRA, with the communities, will identify a number of working committees that will deal in detail with issues pertaining to housing, employment, MBE participation, etc. There will be a core working committee with a membership consisting of representatives of the Parcel 18+ Task Force, the Chinatown Neighborhood Council, the BRA, the MBTA, the Governor's office for Economic Development, and the Columbia Plaza Associates. This working committee will set the agenda for meetings with subcommittee meeting that will focus on a particular issue. To these special focus sessions, experts in the particular field will be invited.

The working group will meet on a weekly or bi-weekly basis to negotiate the elements of the plans required by the Challenge Track criteria. The process will begin with a working committee meeting that will set the agenda for this process.

TEAM COMPOSITION

The Challenge Track requires expansion of the already business and community economic participation in the venture. Success is based on the ability to build a business that meets the needs of the community and the business. The business must be able to sustain itself and be able to provide a return on investment. The business must be able to provide a return on investment. The business must be able to provide a return on investment.

III. CHALLENGE TRACK CRITERIA

1. Business Requirements

1. A copy of a business plan or other document that clearly defines the business and its objectives. The plan should include a description of the business, its products or services, its target market, its competitive advantage, and its financial projections. The plan should also include a description of the business's management team and its organizational structure.
2. A copy of a business plan or other document that clearly defines the business and its objectives. The plan should include a description of the business, its products or services, its target market, its competitive advantage, and its financial projections. The plan should also include a description of the business's management team and its organizational structure.
3. A copy of a business plan or other document that clearly defines the business and its objectives. The plan should include a description of the business, its products or services, its target market, its competitive advantage, and its financial projections. The plan should also include a description of the business's management team and its organizational structure.

(Appendix 1: Business Plan Template)

TEAM COMPOSITION

The Challenge Track requires expansion of the minority business and community economic participation in the venture. Emphasis should be placed on building strength from other teams who responded to the RFQ and from established community-based organizations from the Chinatown and Roxbury communities. Economic participation should also include investment in the venture by individuals and organizations. The team should promote this form of investment through an aggressive campaign of education and solicitation in the Roxbury and Chinatown communities.

Submission Requirements

- o A copy of a partnership agreement or other legal documentation which clearly describes the composition of the partnership or other form of the entity, including names of members, including community organizations; the minority group of each member; residential and business addresses; relationship of members, including ownership share and decision-making responsibilities; and percentage of interest or method of participation by community organizations;
- o An outline of the team structure that indicates the corporate and management structure, and highlights new members of the team, giving their background, development-related experience, and prior affiliation with other entrants to the RFQ competition;
- o A personal financial disclosure statement for each person who will have a financial interest in the project.
- o A Section 40J disclosure statement. (Appendix I)

COMMUNITY BENEFITS PROGRAM

The Challenge Track requires the team to develop a comprehensive community benefits program that outlines in detail how this project will produce and deliver community benefits, including the following:

FUNDS FOR COMMUNITY DEVELOPMENT

The developer must describe how, and in what proportion to total project revenues, funds will be channelled to the impacted communities. The plan should address how to involve the community in an ongoing review of allocation decisions.

Submission Requirements

- o Method, amount and timing of capitalization, including dollar values where possible; and proposed management of the fund;
- o Proposed programing for the fund, including community input into program selection and allocation of funds, and mechanisms for generation/selection of programs to be funded.

EMPLOYMENT AND EMPLOYMENT TRAINING PROGRAMS

The developer will be expected to enter into residents construction and employment plans governing compliance with the resident, female and minority hiring requirements for construction and permanent jobs. (See Appendix A.) The developers should focus on strategies for creating employment and training opportunities beyond those to be funded through linkage.

To the extent feasible, community residents should be trained and considered for all levels of positions in the project. Skills Training should include English as a second language. Skills training must be offered that qualifies residents for the higher level positions offered by the project. Up-front funding must be provided to the extent possible so that residents can be prepared for jobs when the project comes on line. The team should submit a plan that includes the following elements:

- o Timetables for planning and implementation of employment and employment training and related skills training programs;
- o Strategies for working with government and community-based organizations to identify, develop and maximize employment and training resources;
- o Proposed strategies for monitoring compliance with guidelines.

Submission Requirements

- o The number of permanent and construction jobs the development is expected to generate.
- o The amount of linkage to be contributed by the project; and any monies to be paid above the job training linkage contribution, including sources and timing of payments.
- o The developers' plan for working with existing employment training programs and employee referral programs to ensure that residents of the impacted communities receive fair consideration in hiring for jobs created by the development.
- o Provisions for training for English as a second language.
- o Profile of potential tenants, including type of business, employee needs, and amount of space to be leased.

CHILD CARE

The developer is expected to address the need for child care with an innovative plan responsive to community needs. Strategies may include the provision of on- or off-site facilities, expansion of existing centers, and the establishment of new ones, program subsidies, and training for child care workers.

Submission Requirements

The developer should submit plans for on- or off-site child care facilities for the Downtown and Roxbury projects that describe:

- o The physical layout of the service that shows the location and size of the facility; the amount of open space; and compliance with regulations of State Office for Children.
- o An operations plan should address hours of operation; the provision for hiring of qualified care providers; funding sources; and management.

- o Other information should be provided to describe the proposed users of the facility (neighborhood residents, employees in development, Boston residents, etc.); the number of children to be served; and the level of affordability of service, including sources of subsidy.

ENTREPRENEURIAL OPPORTUNITIES FOR MINORITY BUSINESS ENTERPRISES

At least 30% of the goods, services, and construction contracts for this project must go to Minority Business Enterprises. MBEs who responded to the Request for Qualifications for participation in the MBE Clearinghouse Directory should be given initial notice of purchases of goods and services, and construction contracts.

To the extent feasible, local and displaced merchants should be given special consideration for space inside the development.

Developers should use reasonable efforts to provide business opportunities in the development to MBEs and small businesses. These may include: Incubator facilities, franchising opportunities, youth enterprises, mobile vendors where appropriate, concessions, and canteens.

Submission Requirements

The plan should describe:

- o Participation in this project by minority business enterprises for the purchase of goods and services, and construction contracts; plans for business development and incubator programs, including schedule for program initiation, location of facilities, space, resources to be committed.
- o Indication of which of the team's consultants are certified MBEs, the type of business, and the percentage or dollar amounts of goods, services or contracts to be spent with each consultant; the consultant should submit copies of the SOMBA Certification letter.

ADDITIONAL COMMUNITY BENEFITS

- o The plan should provide details about any additional services the developers will provide to the communities, including type of service; beneficiaries; method and amount of capitalization; timing; method of provision; community input into development, operation and management; and facilities, space or other resources to be provided.

AFFORDABLE HOUSING

The Challenge Track requires the team to develop a feasible housing creation and rehabilitation plan for each community that addresses the housing needs of each community. Strategies proposed should achieve levels of affordability adequate for residents of each community. Proposals should include rental and homeownership opportunities in both new construction and renovation projects as appropriate to each community. In addition, the plan should incorporate mechanisms, such as deed restrictions, for maintaining affordability over time. The housing creation plan for each community should consist of six basic elements:

- o Site Identification
- o Design
- o Development Costs
- o Financing and Affordability
- o Timing and Approvals
- o Compliance with City Policies
- o Community Process

Site Identification

Housing units may be created either on-site or off-site. Off-site units may be created on either publicly-owned parcels made available through the Boston Redevelopment Authority, Public Facilities Department or other public agency, or privately acquired parcels. At least twenty percent of off-site creation must be targeted to the impacted neighborhood.

Design

Where possible, describe the proposed design approach to housing creation (i.e., townhouses, mid-rise, etc.) with unit mix, size, and other fea-

tures specified. Indicate conformity or lack of conformity with Interim Planning Overlay District guidelines and appropriate community planning standards.

Development Costs

A preliminary development and operation or sales pro forma should be submitted using the format included in Appendix F.

Financing and Affordability

Proposed financing for the housing should be described in sufficient detail to determine the feasibility of the proposed level of affordability. The levels of affordability proposed should enable existing residents of each community to qualify for the housing. Calculations should show a working knowledge of the use of existing housing financing programs. Where linkage funds are the proposed form of subsidy, plans must be in compliance with the Housing Creation Regulations of the Boston Redevelopment Authority and the Rules and Regulations of the Neighborhood Housing Trust. (See Appendix B.) Final approval of housing creation proposals using linkage funds rests with the Neighborhood Housing Trust and the Authority. SMSA income guidelines are included in Appendix E.

Timing and Approvals

A development schedule for the proposed housing should be included which indicates significant permits, application submission dates, review periods, and approval dates, construction start and completion, occupancy, etc. Relationships to the timing and financing of the commercial portion of the development should be made explicit.

Compliance with City Policies

Statements indicating an understanding and willingness to comply with city policies regarding fair housing, construction employment, permanent employment, and environmental impacts mitigation should be included.

Community Process

The developer should review the housing plan with the Chinatown Neighborhood Council and the Parcel 18+ Task Force. Community review shall include site selection, design review, management, and the tenant selection process.

Submission Requirements

Two copies of each submission are required in an 8 1/2" x 11" format, and should include the following information:

Project Description

Project history, including a description of proposed uses and public amenities, proposed building structure, and the proposed development schedule. Current ownership and/or site history should be included in the project description.

Design Submission

- a. A study model or sketch of the proposed building and site plan, showing the building's location, height, and setbacks, and the proposed building's design, including the building's exterior, interior, and site plan. The model or sketch should be in color and include the building's name and address.
- b. Drawings of all facades within the project area, including the building's exterior, interior, and site plan. The drawings must be in sufficient detail to show the building's design, including the building's exterior, interior, and site plan. The drawings must be in color and include the building's name and address.

DESIGN CRITERIA

The development plan for each site should be sensitive to the surrounding neighborhood and should comply with state and city regulations. The design guidelines contained herein are intended as first-stage guidelines and may be modified through the review process. This section is organized as follows:

- o General submission requirements for the two sites.
- o The development concept for the Kingston-Bedford Essex site.
- o The design guidelines for the Kingston-Bedford Essex site.
- o The development concept for Parcel 18.
- o The design guidelines for Parcel 18.

Background about the sites is contained in Appendices A and B.

Submission Requirements

Ten copies of each submission are required in an 8½"x11" format, and should include the following information.

Development Proposal

Project summary, including a description of proposed uses and public amenities, proposed ownership structure, and the anticipated development schedule. - Current ownership and/or site control options for all parcels included in the proposal should be listed.

Design Submission

- o A study model at a scale of one inch to one hundred feet, prepared in sufficient detail to evaluate the relationships of height, mass, proportion, color and materials to surrounding buildings and spaces. The model will be placed within the BRA downtown model for evaluation.
- o Elevations of all facades within the context of 200 feet or the project site. The elevations must be in sufficient detail to examine the relationships of proposed and existing storefronts, window openings, cornice lines, and entrances. The scale of 1/16" to 1'-0" is requested.

- o Site plan(s) developed in sufficient detail at 1/8"-1'-0" to describe the character and scope of the proposal. The plan must include the first floor plan and should identify pedestrian routes through the complex as well as pedestrian, vehicular and services access. Landscaping, ground plane materials, and amenities (e.g., benches, lights) shall be indicated.
- o A building/site section at 1/8"-1'-0" scale illustrating the relation in scale and massing between the proposal and its existing adjacent development.
- o Eye-level perspective views from the corner of Tremont and Ruggles Streets looking north (Parcel 18) from Lincoln Street and the Surface Artery looking north (Kingston-Bedford).
- o Any additional plans, elevations and sections as may be required to explain the building's organization or relationship to its surroundings.
- o Description of the materials to be used for exterior facades and public spaces.

KINGSTON-BEDFORD/ESSEX DEVELOPMENT CONCEPT

UPPER DESIGN GUIDELINES

On the downtown site, a mixed-use project is envisioned that would enliven the area beyond work day hours and would integrate activities on its various edges with office, hotel and housing above, and retail and public spaces at the street level. Substantial emphasis on the public realm is encouraged, with pedestrian connections through the project and well-designed interior and exterior public spaces. Recognition of the historic context is important in the design of the building, as well as in the treatment of public spaces. The creation of Proctor Square, at the intersection of Kingston and Bedford Streets, with public improvements and retention of views of the Proctor Building, will help to accomplish that objective. Programming, especially for street-level space, should meet the needs of Chinatown residents, shoppers, and office workers. In addition, the design should minimize adverse impacts on the environment, particularly with respect to wind levels, sunlight, and daylight.

Uses must include childcare facilities, retail, and other public activities at street level to animate the area and provide goods and services to people who live, work, and shop downtown. Because the roof top will offer a spectacular panorama of the city and the harbor, space at the top floor should be programmed with activities, such as restaurants and cultural facilities, that are accessible to the public. Subsurface public parking is required, that, at a minimum, replaces the spaces which currently exist on the site.

KINGSTON-BEDFORD/ESSEX

URBAN DESIGN GUIDELINES

Program:

o Required Uses

- a. Retail, at grade level; entertainment and cultural uses may be located elsewhere in the development as long as the lobby and marques are on the ground level.
- b. Public parking spaces to replace those eliminated by the proposal and to satisfy the demand created by new development.
- c. Child-care facility to serve downtown workers and residents.
- d. Cultural or public entertainment use (4,000 sq.ft. min.) at rooftop level.

o Permitted Uses

Office, commercial, residential, hotel, and retail uses are permitted.

Density: The prescribed floor-area ratio (FAR) is 13 with a potential maximum floor area ratio of 15. These FAR standards are included in the Downtown Interim Overlay Planning District (IPOD) amendment to the Boston Zoning Code. The amendment specifies a base level for the density but allows the FAR to rise to 15 if the height and massing of the proposed project are consistent with the height and massing of other structures in the area, if the project is architecturally compatible with the area, and if the project benefits outweigh any burdens imposed. The final density of the project will also be determined through analyses of its environmental impacts in accordance with the environmental review process.

Height: The IPOD height limit range is 300-400 feet.

Building Massing: Building massing shall reflect the characteristic proportions and dimensions of the historic buildings in the surrounding Washington and Essex Street areas. Massing shall respond to the pattern of streets and

blocks, and at a finer scale, to the pattern of alleys and pedestrianways. Setbacks and accentuated cornices shall be provided at upper floors to relate to and reinforce heights of existing buildings which contribute to the character of the district. In addition,

- o Articulated streetwalls are to be provided at the streetline to a height of 78 feet, so as to complete and define the space shaped by the streets.
- o Setbacks from the block frontage on Kingston, Bedford, Lincoln, and Essex Streets shall be at least 25 feet for all building elements higher than 78 feet.
- o Additional setbacks are required at heights that relate to nearby traditional buildings, e.g., 125, 155, 275 feet, to help articulate the building facades and break up the overall mass of the project.
- o A streetwall setback of 25 feet from the Kingston-Bedford corner is required to preserve a visual easement for the Proctor Building.
- o Organization of building massing shall reinforce a sense of orientation to the neighborhood.

Character: Materials and architectural details must enhance the historic character of the surrounding Washington and Essex Street areas. Light colored natural stone exterior materials are required. Details of fenestration, entries, rooftops, cornice lines, and other architectural features shall provide a sense of human scale and continuity with Boston's architectural heritage.

In addition,

- o Punched window openings surrounded with masonry, as opposed to ribbon-windows or curtain-walls, are appropriate for the area.
- o Accentuated building entrances and well-detailed shop-fronts are required.

Pedestrian Spaces: Significant improvement to the pedestrian environment around and through the two-block site is required. Improvements include the closing of public streets to vehicular traffic and major enhancement of the character of these public spaces, as well as street and sidewalk upgrading at the periphery of the site, and public lobbies, arcades, and atria within the three parcels. Specific improvements that are required include:

- o Pedestrianization of Bedford Street between Lincoln and Kingston Streets with high-quality paving, lighting, street furniture, and graphics; glass coverings for this street based on existing architectural details are very desirable;
- o Special treatment of the Kingston-Bedford corner to enhance views of the landmark Proctor Building;
- o Major entrances to the development shall be provided to complement evolving circulation patterns in the area. Specifically, the following entrances are recommended:
 - corner of Kingston-Bedford Street
 - mid-block on Kingston Street
 - Essex Street
 - Bedford Street
 - Corner of Essex and Lincoln Streets
- o All major entrances shall be connected with mid-block public passageways.

Transportation:

- o Below grade servicing is required and may be provided from the development site under Bedford Street to the 99 Summer Street building where a knock-out panel has been provided in its basement. The Kingston-Bedford Garage floor elevations should be coordinated to enable centralized below grade servicing for 99 Summer Street as well as this site.
- o Sub-surface parking is required (see Appendix C).

PARCEL 18 URBAN DESIGN CONCEPT

Parcel 18 represents a unique development opportunity to create a dynamic mixed-use urban center. This site is one of the few in Boston that has the physical and contextual features needed for this type of development. Among the most striking features are the parcel's size -- 5.6 acres -- and its location. Parcel 18's location on the Orange Line, and proximity to the Southwest Corridor transit improvements, will provide direct access for much of the Boston area population. The parcel's neighbors include Northeastern University, BHA Mission Hill housing, BHA Whittier Street housing, St. Cyprian's Church and the commercial/housing development along Tremont Street in the South End.

The parcel's locational and transportation attributes include its key location in relation to the regional mass transit and highway network, including the Massachusetts Turnpike; as well as its proximity to the Financial District (only 2.2 miles) and Back Bay office markets. In view of these characteristics, Parcel 18 could become an office market that is competitive with suburban markets by developing modern office space at competitive rental rates. This would create a source of well-paying job opportunities, and new investment that will help to strengthen the Roxbury neighborhood economy.

PARCEL 18 URBAN DESIGN GUIDELINES

Parcel Area: The developer is encouraged to subdivide the site into workable parcels of 25,000 to 45,000 square feet. This will produce parcels of a scale similar to the local block sizes.

Uses: A mixed use development is required. The program shall include space for the following:

- o Street-level use shall be retail or, as the project is adjacent to the community, housing;
- o Upper floors may be residential, commercial office space, or a combination of these uses;
- o Commercial parking, preferably below grade, sufficient to serve demand generated by the project; and
- o Public uses including a daycare facility and public function space shall be included.

Building Height: The maximum allowable height above the sidewalk of any building element is two hundred twenty-five feet (225'). The maximum height for any building element adjacent to Ruggles Street is seventy-eight feet (78').

Building Massing: The building massing shall meet the needs of modern low scale commercial offices while relating to the proportions and dimensions of the existing adjacent residential and institutional buildings. Pedestrian and vehicular access shall be incorporated for access to and through the site to connect Tremont Street and Columbus Avenue. These streets in conjunction with public uses on the ground floor, are intended to create an active human scale environment and prevent the building of a monolithic structure. Buildings shall be sited to reinforce the streetwall along Tremont and Columbus and shall be set back above the predominate cornice height to minimize the impact of towers.

Buildings along Tremont and Columbus are required to include street-walls at the street line of a maximum of 78 feet and not less than 48 feet. Along Tremont Street building mass above the cornice line shall be set back from the street line a minimum of 25 feet and along Columbus Avenue a minimum of twenty feet. Massing along cross streets shall have a minimum setback of 15 feet above the cornice line. Towers above the 78 feet base shall have an additional set back at 155 feet. Any development over the 78 feet cornice line shall be set back a minimum of 20 feet.

Pedestrian rights of way accessing the Ruggles Street Station shall be provided at a minimum along the existing MBTA Station concourse. Additional physical and visual easements shall be provided as required.

Built Bulk: Gross floor area of the site is not to exceed 860,000 square feet.

Character: Materials and architectural details must relate contextually to the adjacent masonry structures of the area. Darker-toned masonry materials can be used for the base of building, but vertical elements shall be of light colored natural stone materials. Details of fenestration, entries, rooftops, cornice lines, and other architectural features shall provide a sense of human scale and continuity with Boston's architectural heritage.

- o The first-floor cornice line, typical of historic buildings along Tremont and Columbus Streets should be accentuated in new development.
- o Flat rooftops on vertical elements above the 78' cornice line should be avoided. More traditionally articulated roofs are encouraged.
- o Punched window openings surrounded with masonry, as opposed to ribbon-windows or curtain-walls, are appropriate for the area.
- o Accentuated building entrances and well-detailed shop-fronts are required.

Pedestrian Spaces: Due to proximity to the Ruggles Station, considerable attention must be given to the pedestrian environment. Improvements

must include pedestrian access from Tremont Street to the Ruggles Street concourse, and continuation through the site of the MDC Southwest Corridor linear park. Specific improvements required include:

- o A vehicular or pedestrian right-of-way extending Columbus Avenue must be provided. It must extend at least to the Ruggles Street Station concourse and the "kiss and ride", to garage(s) access points and terminate at Tremont Street.
- o Additional pedestrian or vehicular rights-of-way must be provided to connect Columbus Avenue with Tremont Street.
- o The MBTA pedestrian concourse must be extended to Tremont Street where it must be symbolically represented.
- o A major public open space must be created at the juncture of the extended Columbus Avenue and the MBTA pedestrian concourse.
- o The Southwest Corridor open space system must be accommodated in the site design. This includes a 30 foot easement for walking/running and biking connecting the linear park along Columbus Avenue to the major park across Ruggles Street.

Transportation:

- o Pedestrian entrances shall be provided on all public streets and open spaces. The incorporation of small retail establishments with direct access from the street is also encouraged to enliven the pedestrian environment.
- o Below grade parking and servicing is required. A system that allows integration of residential, office and general public spaces is encouraged.
- o Access to parking is to be from Columbus Avenue or new intermediate streets and must have a minimal visual and physical impact on the public facade.
- o Short-term, on-street parking is recommended as a buffer to pedestrians and for MBTA "kiss and ride" drop-off.

FINANCING

The Challenge Track approach has the potential to leverage the maximum equity for the community development team in a way that assures the financial viability, and therefore construction, of the projects. By making sure that the project is built as soon as is feasible, this approach also promotes the timely delivery of community benefits.

To the maximum extent feasible, the team should negotiate with a private investor(s) a financing plan that assures that the projects will be built; assures the financial viability of the projects; and vests management control with the community partners.

Prior to tentative designation, the team must provide a presentation indicating interest from private investor(s) that conforms to the following submission requirements. Teams should be prepared to show indications of interest from more than one private investor group, but need not provide the level of information required below for all private investors indicating interest.

Submission Requirements

- o Letters of interest or other documentation from private investor(s) for construction and permanent financing.
- o Description of the legal relationships between and among parties.
- o A project financing plan indicating projected equity and debt requirements, and the possible financing terms, including but not limited to, the amount financed, interest rates, and term.
- o The nature and source of financing.
- o Reliance on public financial participation.
- o Interest held by Roxbury and Chinatown community organizations.

- o Pro Formas for the proposed developments (Appendix F); indicating project phasing where appropriate.
- o Redevelopers Statement for Public Disclosure and Redeveloper's Statement of Qualifications and Financial Responsibility (Form HUD-6004, Appendix H).

BACKGROUND INFORMATION FOR
KINGSTON-BADFORD AND LINCOLN SQUARE PARCELS

Parcel Descriptions

The Kingston-Badford garage parcel is located on the block bounded by
Kingston, Bedford, Columbus, and Essex Streets in Downtown Boston. The
total area of the parcel is 17,452 square feet.

IV. APPENDICES

The parcel located at 140 Essex Street, currently a 73-car parking lot, is
bounded by Bedford, Columbus, Essex, and Lincoln Streets and is 20,772 square feet. (The parcel
located at 122 1/2 of the site is 17,322 square feet.)

In addition, proposed new parking spaces include privately-owned parcels
located adjacent to the site and public and private parking.

Essex Street Widening

As part of a traffic improvement plan for Essex Square, Chinatown, and
other adjacent areas Essex Street may be widened to accommodate two-way
traffic. This traffic improvement project would necessitate the use of
some private parking.

Sub-surface Parking Facility

The City of Boston Real Property Department and the Boston Redevelopment
Authority have determined that a replacement underground parking structure
may be beneficial to the Kingston-Badford area, and they have agreed to
conduct a feasibility study for such a structure. The study will include the
following:

APPENDIX C

BACKGROUND INFORMATION FOR

KINGSTON-BEDFORD AND LINCOLN-ESSEX PARCELS

Parcel Descriptions

The Kingston-Bedford garage parcel is located on the block bounded by Kingston, Bedford, Columbia, and Essex Streets in downtown Boston. The total area of the parcel, currently occupied by a 750-car mechanical garage, is 27,426± square feet.

The vacant parcel at 140 Essex Street, currently a 78-car parking lot, is bounded by Columbia, Essex, and Lincoln Streets and abuts the Bedford Building. The total area of the site is 20,757± square feet. (The proposed widening of Essex Street would reduce this site to 17,322± square feet.)

In addition, proposals may include adjacent privately-owned parcels. Guidelines contained herein pertain to both the public and private parcels.

Essex Street Widening

As part of a traffic improvement plan for Dewey Square, Chinatown, and other adjacent areas Essex Street may be widened to accommodate two-way traffic. This traffic improvement project would necessitate taking by eminent domain some private parcels.

Sub-surface Parking Facility

The City of Boston Real Property Department and the Boston Redevelopment Authority have determined that a replacement underground parking structure may be beneficial to the Kingston-Bedford area, and they have agreed to conduct a feasibility study for such a structure. The study will include the following:

- o assessment of the appropriate number of parking spaces
- o site plan indicating access and egress points
- o presentation of foundation options to suit a garage and the above-ground structure, including a column plan, parking space layout plan, and number of levels above and below grade.

The study will draw on the findings of the Draft Environmental Impact Report (DEIR) for the project. Hence, at this time the guidelines do not specify the exact number of spaces to be included or the access and egress points. The DEIR studies the impacts of 600-car and 800-car garages.

General

The parcel is owned by the Massachusetts Bay Transit Authority and the City of Boston. The parcel will be disposed of through a cooperative agreement between both entities with the Boston Transportation Authority acting as the agent.

Parking

At this time, the guidelines do not specify the exact number of parking spaces to be provided on Parcel 1B. The Draft Environmental Impact Report (DEIR) studies the impacts of 600-7,200 car garages.

APPENDIX D

BACKGROUND INFORMATION FOR PARCEL 18

Parcel Description

Parcel 18 is located at the intersection of Melnea Cass Boulevard and Tremont Street, and is bounded on the south by Ruggles Street. The parcel was created by the planning for the Southwest Corridor Transit System, which produced a 5.6 acre (245,000 s.f.) parcel directly adjacent to the new Ruggles Street Station.

Ownership

The parcel is owned by the Massachusetts Bay Transit Authority and the City of Boston. The parcel will be disposed of through a cooperative agreement between both bodies with the Boston Redevelopment Authority acting as the agent.

Parking

At this time, the guidelines do not specify the exact number of parking spaces to be provided on Parcel 18. The Draft Environmental Impact Report (DEIR) studies the impacts of 500-1,200 car garages.

APPENDIX E

AFFORDABILITY STANDARDS

The following schedules will be used as guides for determining the low- and moderate-income housing generated by development plans. Please refer to the project guidelines where appropriate to determine the number of affordable units and the range of eligibility your development plans must include for approval.

Affordable rents and purchase prices are those which are affordable to a "low" or "moderate" income household paying no more than 30% of their adjusted gross income to rent (including utilities) or mortgage (inclusive of principal, interest, taxes, property insurance, mortgage insurance and condominium fees). Federal regulations for the Department of Housing and Urban Development define these income categories as follows:

"Low-income" = less than 50% of the Boston SMSA median family income.

"Moderate-income" = 50-80% of the Boston SMSA* median family income.

"Upper Moderate-Income" = 80%-110% of the Boston SMSA median family income.

In general, units built to meet the Boston Redevelopment Authority's affordability requirements must be two and three bedroom units unless the City of Boston specifically sets a different standard in a planning document (e.g., Request for Proposals, etc.) or in circumstances where developers can demonstrate a specific neighborhood need for a different unit mix.

The following guide converts the number of persons per household into an appropriate unit size, i.e., number of bedrooms:

Maximum Family Size

Number of Bedrooms

1	0 (studio)
1-2	1
2-4	2
3-5	3
4-6	4
5-7	5

* Please note that public agencies use 50% and 80% of the SMSA (Standard Metropolitan Statistical Area) median income as guidelines because the median income of Boston residents is substantially lower than that in the SMSA. The median income for Boston families in 1980 was only \$16,062 compared to the SMSA median of \$22,813 according to the U.S. Census. (The SMSA includes many higher income communities from the Greater Boston Area.) Income eligibility limits vary by family size. Attached is a page that lists the income limits for the City of Boston by category and the maximum monthly housing expense acceptable under these guidelines.

AFFORDABLE HOUSING - DEFINITIONS AND GUIDELINES(1)

<u>Family Size</u>	<u>Low Income (Up to 50% of Median)</u>	<u>Maximum Monthly Housing Expense(2)</u>
1	\$13,090	\$ 327 @ 30% GMI
2	14,960	374
3	16,830	421
4	18,700	468
5	19,870	497
6	21,040	526
7	22,210	555
8	23,375	584

<u>Family Size</u>	<u>Moderate Income (50% to 80% of Median)</u>	<u>Maximum Monthly Housing Expense(2)</u>
1	\$20,950	\$524 @ 30% GMI
2	23,900	598
3	26,900	673
4	29,900	748
5	31,750	794
6	33,650	841
7	35,500	888
8	37,400	935

<u>Family Size</u>	<u>Upper Moderate Income (80% to 110% of Median)</u>	<u>Maximum Monthly Housing Expense(2)</u>
1	\$28,800	\$ 720 @ 30% GMI
2	32,910	823
3	37,025	926
4	41,140	1,029
5	43,710	1,093
6	46,285	1,157
7	48,855	1,221
8	51,425	1,286

(1) Effective January 16, 1987.

(2) Maximum monthly housing cost as a percent of gross monthly income. In calculating possible purchase prices, this amount must include principal, interest, taxes, mortgage insurance, property insurance and any relevant condominium fees. In calculating possible rents, this amount must also include utilities cost.

Various financing subsidies use different guidelines for the allowable percent of monthly income. Adjust calculations accordingly. For example, MHFA allows between 28% to 31% of a family's gross monthly income as their maximum allowable monthly housing expense. This range depends upon the corresponding tax exempt bond requirement. The Massachusetts Housing Partnership (MHP) Homeownership Opportunity Program (HOP) allows up to 28% of gross monthly income for housing expense. Federal subsidized rental housing programs allow up to 30% of gross monthly income for housing expense. State subsidized rental housing programs allow up to 25% of gross monthly income for housing expense.)

Project _____
Developer _____

Date _____
Tel. #/Contact Person _____

DEVELOPMENT PRO FORMA FOR RESIDENTIAL RENTAL PROPERTY

(Estimates in 19__ Dollars

Using ____% Inflation Factor from 19__)

RESIDENTIAL UNITS

Number of Residential Units _____

Mix of Units

1 Bed _____

2 Bed _____

Other _____

Average Unit Size (GSF, NSF)

1 Bed _____

2 Bed _____

Other _____

Number of Parking Spaces _____

SQUARE FOOTAGE

Residential GSF _____

Parking GSF _____

TOTAL GSF _____

ACQUISITION

\$ _____

CONSTRUCTION COSTS

Rehabilitation (\$_____/GSF)

\$ _____

New Construction (\$_____/GSF)

Parking (\$_____/space)

Site Improvements (\$_____/Land SF)

Other _____

TOTAL

\$ _____

RELATED COSTS

\$ _____

Architect/Engineering _____

Marketing/Brokerage _____

Developer Fees _____

Miscellaneous Fees _____

(Legal, Acctg. Ins., Title) _____

Construction Loan Interest _____

(____mos. @ ____% with average balance of
\$_____)

Financing Fees (specify) _____

Other Related Costs _____

(please specify) _____

TOTAL

\$ _____

CONTINGENCY (____% of \$ _____)

\$ _____

TOTAL DEVELOPMENT COST (TDC)

\$ _____

Project _____
Developer _____

Date _____
Tel. #/Contact Person _____

COMMERCIAL DEVELOPMENT PRO FORMA

(Estimates in 19__ Dollars)

TOTAL LAND COSTS

(\$_____/LSF, \$_____/GSF) \$_____

TOTAL HARD COSTS

Rehabilitation (\$_____/GSF) \$_____

New Construction (\$_____/GSF) _____

Parking (\$_____/space) _____

Site Improvements (\$_____/LSF) _____

Tenant Improvements _____

Office \$_____/NSF

Retail \$_____/NSF

TOTAL SOFT COSTS

Architect/Engineering _____ \$_____

Marketing/Brokerage/Advertising _____

Developer's Fee _____

Legal _____

Permits & Fees (specify) _____

Construction Loan Interest _____

(__mos. @ __% on average

balance of \$_____) _____

Financing Fees (specify) _____

Real Estate Taxes and Linkage

during Construction (__ mos.) _____

Lease Payment * _____

Other Related Costs _____

(specify) _____

CONTINGENCY (__% of hard costs) \$_____

TOTAL DEVELOPMENT COST \$_____

Soft Costs as % Hard Costs _____

Soft Costs as % Total Development Cost _____

Total Development Cost/GSF _____

* If applicable

Project _____
Developer _____

Date _____
Tel. #/Contact Person _____

COMMERCIAL DEVELOPMENT PROGRAM

TOTAL LAND SQUARE FOOTAGE _____

TOTAL GROSS SQUARE FOOTAGE _____

Office _____
Retail _____
Other (please specify) _____
Parking (if applicable) _____

TOTAL NET SQUARE FOOTAGE _____

Office _____
Retail _____
Other (please specify) _____

HOTEL DEVELOPMENT PROGRAM

TOTAL LAND SQUARE FOOTAGE _____

TOTAL GROSS SQUARE FOOTAGE _____

Hotel GSF _____
No. Rooms - _____
Parking _____
No. Spaces _____

RESIDENTIAL DEVELOPMENT PROGRAM

FORM OF OWNERSHIP
(Rental, Condominium, Cooperative) _____

TOTAL LAND SQUARE FOOTAGE _____

TOTAL UNITS _____

Mix of Units
Studio _____
1 Bed _____
2 Bed _____
Other _____

PARKING _____ spaces

TOTAL GROSS SQUARE FOOTAGE _____ GSF _____ NSF

Average Unit Size
Studio _____ GSF _____ NSF
1 Bed _____ GSF _____ NSF
2 BED _____ GSF _____ NSF
Other _____ GSF _____ NSF

Parking _____ GSF

Project _____
Developer _____

Date _____
Tel. #/Contact Person _____

HOTEL DEVELOPMENT PRO FORMA
(Estimates in 19__ Dollars
Using __% Inflation Factor from 19__)

TOTAL LAND COSTS
(\$_____/LSF, \$_____/GSF) \$ _____

TOTAL HARD COSTS \$ _____
Hotel (\$_____/NSF) _____
per room (\$_____/room) _____
Parking (\$/space) _____
Site Costs (\$_____/GSF) _____
Office (\$_____/GSF) _____
Retail (\$_____/GSF) _____
Other (specify) _____

TOTAL SOFT COSTS \$ _____
Architect/Engineering _____
Legal _____
Accounting _____
Marketing/Brokerage _____
Financing Fees (specify) _____
Developer's Fee _____
Construction Loan Interest _____
(__ Mos __% on average balance of \$ _____)
Land Lease Payment * _____
Real Estate Taxes and Linkage _____
Other Related Fees (specify) _____

HOTEL START-UP \$ _____
Furniture, Fixtures & Equipment _____
Initial Invent. & Working Capital _____
Pre-Opening & Opening Costs _____

TOTAL START-UP COSTS \$ _____

CONTINGENCY COSTS (__% of Hard Costs) \$ _____

TOTAL DEVELOPMENT COSTS \$ _____

Soft Costs as % Hard Costs _____
Soft Costs as % TDC _____

* If applicable

Project _____
Developer _____

Date _____
Tel. #/Contact Person _____

CONDOMINIUM COST OF OWNERSHIP PRO FORMA
(Estimates in 19__ Dollars)
(Use __% inflation factor from 19__)

Number of Units _____

Average Unit Size (NSF) _____

Average Unit Price \$ _____

Average Downpayment \$ _____ (____%)

Studio _____

1 Bed _____

2 Bed _____

Other _____

	<u>Market</u>	<u>Affordable</u>
Annual Common Area Charges (\$_____/NSF)	\$ _____	\$ _____
Annual Real Estate Taxes (\$_____/NSF)	_____	_____
Annual Mortgage Payment (____% on \$_____ for ____ years)	_____	_____
Annual Service Charges (please specify membership fees, special services, etc.)	_____	_____
Total Annual Cost of Ownership (Before-tax)	_____	_____
Total Monthly Cost of Ownership (Before-tax)	_____	_____

Project _____
Developer _____

Date _____
Tel. #/Contact Person _____

OPERATING PRO FORMA FOR RESIDENTIAL RENTAL PROPERTY
(Carry out 10 years and indicate inflation factor)

RENTAL INCOME

Rent/Month

1 Bed _____
2 Bed _____
Other _____

TOTAL RESIDENTIAL INCOME \$ _____

PARKING INCOME (attach parking rate structure) \$ _____

MISCELLANEOUS INCOME (e.g., Laundry) \$ _____

POTENTIAL GROSS INCOME \$ _____

VACANCY (____%) (\$ _____)

EFFECTIVE GROSS INCOME \$ _____

OPERATING EXPENSES

Residential (\$ _____/NSF) \$ _____
Parking (\$ _____/space) _____
TOTAL OPERATING EXPENSES (\$ _____)

REAL ESTATE TAXES

Residential (\$ _____/NSF) \$ _____
Parking (\$ _____/space) _____
TOTAL REAL ESTATE TAXES (\$ _____)

BRA BASE RENT * (\$ _____)

NET INCOME AVAILABLE FOR DEBT SERVICE \$ _____

FINANCING **

Debt Service (____% on \$ _____ for ____ yrs.) (\$ _____)

CASH FLOW \$ _____

EQUITY PARTICIPATION (if applicable)

(Amount and % of Total Development Cost) \$ _____

RETURN ON EQUITY

(Cash Flow/Equity) _____%

RETURN ON TOTAL DEVELOPMENT COST

(Net Income Available/Total Development Cost) _____%

* If applicable

** Specify type and priority of repayment

Project _____
Developer _____

Date _____
Tel. #/Contact Person _____

CONDOMINIUM SALES PRO FORMA
(Estimates in 19__ Dollars)
(Using __% inflation factor from 19__)

CONDOMINIUM UNITS

Gross Sales Proceeds	\$ _____
Gross Condominium Sales/NSF	\$ _____
Less Total Condominium Units Development Cost	(_____)
Total Condominium Units Cost/NSF	\$ _____
Net Profit (Before Taxes)	_____
Return on Gross Sales Proceeds	_____ %
(Net Profit/Gross Sales Proceeds)	

CONDOMINIUM PARKING SPACES

Gross Sales Proceeds	\$ _____
Gross Parking Sales/Space	\$ _____
Less Total Condominium Parking Development Cost	(_____)
Total Parking Cost/Space	\$ _____
Net Profit (Before Taxes)	\$ _____ %
Return on Gross Sales Proceeds	_____ %
(Net Profit/Gross Sales Proceeds)	

TOTAL SALES

Total Condominium Gross Sales Proceeds	\$ _____
Less Total Condominium Development Costs	(_____)
Net Profit (Before Taxes)	\$ _____
Total Return on Gross Condominium Sales Proceeds	_____ %
(Net Profit/Total Gross Sales Proceeds)	
Return on Equity	_____ %
Equity Participation (Amount and % of	
Total Condominium Cost) \$ _____ (_____ %)	

Project _____
Developer _____

Date _____
Tel. #/Contact Person _____

HOTEL OPERATING PRO FORMA
(Carry out 10 years and include inflation factor)

ROOMS

Available _____
Average Occupancy (____%) _____
Average Rate (\$____) \$ _____

REVENUE

Rooms \$ _____
Food & Beverage _____
Telephone _____
Rentals _____
Parking _____
Other _____

TOTAL GROSS REVENUE

\$ _____

Vacancy

EFF. GROSS REVENUE

(\$ _____)

EXPENSES

Food & Beverage Costs \$ _____
Payroll & Related _____
Telephone _____
Other Expenses _____
Linkage Payment _____

TOTAL ALLOCATED EXPENSES

(\$ _____)

UNALLOCATED EXPENSES

Admin. & General \$ _____
Management Fee _____
Marketing _____
Energy Costs _____
Property & Maintenance _____
Franchise Fees _____
Guest Entertainment _____
Replacement Reserves _____

TOTAL UNALLOCATED EXPENSES

(\$ _____)

TOTAL EXPENSES

(\$ _____)

PROPERTY TAXES & OTHER

MUNICIPAL CHARGES (specify)

(\$ _____)

INSURANCE ON BUILDING
AND CONTENTS

(\$ _____)

NET OPERATING INCOME

\$ _____

DEBT SERVICE ____% on \$_____ for ____yrs.

(\$ _____)

BEFORE TAX CASH FLOW

\$ _____

Project _____
Developer _____

Date _____
Tel. #/Contact Person _____

HOTEL OPERATING PRO FORMA continued
(Carry out 10 years and include inflation factor)

EQUITY PARTICIPATION (if applicable) \$ _____

RETURN ON EQUITY (year of operations 19__) _____ %
(Before Tax Cash Flow/Equity)

RETURN ON TOTAL DEVELOPMENT COST _____ %
(Year of operations 19__)
(Net operating Income/Total Development Cost)

Project _____
Developer _____

Date _____
Tel. #/Contact Person _____

COMMERCIAL OPERATING PRO FORMA
(Carry out of 10 years and indicate inflation factor)

COMMERCIAL INCOME

Office (_____ NSF @ \$ _____ /NSF) \$ _____
Retail (_____ NSF @ \$ _____ /NSF) _____
Parking (attach parking rate structure) _____
Other (_____ NSF @ \$ _____ /NSF) _____

POTENTIAL GROSS INCOME \$ _____

VACANCY (_____ %) \$ (_____)

EFFECTIVE GROSS INCOME \$ _____

OPERATING EXPENSES

Office (\$ _____ /NSF) \$ _____
Retail (\$ _____ /NSF) _____
Parking (\$ _____ /space) _____
Other (\$ _____ /NSF) _____
TOTAL \$ (_____)

REAL ESTATE TAXES

Office (\$ _____ /NSF) \$ _____
Retail (\$ _____ /NSF) _____
Parking (\$ _____ /space) _____
Other (\$ _____ /NSF) _____
TOTAL \$ (_____)

LINKAGE PAYMENTS \$ (_____)

NET OPERATING INCOME \$ _____

DEBT SERVICE (_____ % on \$ _____ for _____ years) \$ (_____)

CASH FLOW \$ _____

EQUITY PARTICIPATION (if applicable) \$ _____

RETURN ON EQUITY (year of operations 19__) _____ %
(Before Tax Cash Flow/Equity)

RETURN ON TOTAL DEVELOPMENT COST (year of operations 19__) _____ %
(Net Operating Income/Total Development Cost)

Project _____
Developer _____

Date _____
Tel. #/Contact Person _____

DEVELOPMENT PRO FORMA FOR RESIDENTIAL RENTAL PROPERTY
(Estimates in 19____ Dollars
Using ____% Inflation Factor from 19____)

RESIDENTIAL UNITS

Number of Residential Units _____

Mix of Units

Average Unit Size (GSF, NSF)

1 Bed _____
2 Bed _____
Other _____

1 Bed _____
2 Bed _____
Other _____

Number of Parking Spaces _____

SQUARE FOOTAGE

Residential GSF _____
Parking GSF _____
TOTAL GSF _____

ACQUISITION

\$ _____

CONSTRUCTION COSTS -

Rehabilitation (\$_____/GSF)
New Construction (\$_____/GSF)
Parking (\$_____/space)
Site Improvements (\$_____/Land SF)
Other _____
TOTAL

\$ _____

\$ _____

RELATED COSTS

\$ _____

Architect/Engineering _____
Marketing/Brokerage _____
Developer Fees _____
Miscellaneous Fees _____
(Legal, Acctg. Ins., Title) _____
Construction Loan Interest _____
(____mos. @ ____% with average balance of
\$_____) _____
Financing Fees (specify) _____
Other Related Costs _____
(please specify) _____

TOTAL

\$ _____

CONTINGENCY (____% of \$ _____)

\$ _____

TOTAL DEVELOPMENT COST (TDC)

\$ _____

Project _____
Developer _____

Date _____
Tel. #/Contact Person _____

RESIDENTIAL CONDOMINIUM DEVELOPMENT PRO FORMA

(Estimates in 19__ Dollars)

(Provide phased information where necessary)

TOTAL LAND COSTS

(\$_____/LSF, \$_____/GSF) \$_____

TOTAL HARD COSTS

Condominium Units (\$_____/GSF) \$_____
Unit Finishes (\$_____/NSF) _____
Condominium Parking (\$_____/GSF) _____
(# of spaces) _____
Site Costs (\$_____/GSF) _____
Premium Costs (\$_____/GSF) _____
Other (specify) _____

TOTAL SOFT COSTS

Architect/Engineering _____
Marketing/Brokerage/Advertising _____
Developer's Fee \$_____
Legal _____
Permits & Fees (specify) _____
Construction Period Costs _____
Construction Loan Interest
(____ mos. @ ____ % on
average balance of
\$_____) _____
Financing Fees _____
Real Estate Taxes and Linkage
during Construction (____ mos.) _____
Sales Period Costs \$_____
Loan Interest
(____ mos. @ ____ % on
average balance of
\$_____) _____
Sale Period Real Estate Taxes
(____ mos.) _____
Sale Period Operating Expenses _____
Other (specify) _____
Other Related Costs (specify) \$_____

CONTINGENCY (____ % of \$_____) \$_____

TOTAL CONDOMINIUM DEVELOPMENT COSTS \$_____

Soft Costs as % Hard Costs _____
Soft Costs as % TDC _____

Appendix E

MBE AND WBE DISCLOSURE FORM

Name of business

Type of business

Years in Business

SOMWBA certified? Please enclose copy of certification letter

Date of certification

Services to be rendered on project

Projected dollar amount of services to be rendered

Projected percentage of total project services

To date, has firm provided services related to this project

Is this firm affiliated with principals of team

Have you contracted previously with this firm? Please give details.

PLEASE NOTE: THERE IS NO PAGE 4.

PART I

REDEVELOPER'S STATEMENT FOR PUBLIC DISCLOSURE¹

A. REDEVELOPER AND LAND

1. a. Name of Redeveloper:

b. Address and ZIP Code of Redeveloper:

c. IRS Number of Redeveloper:

2. The land on which the Redeveloper proposes to enter into a contract for, or understanding with respect to the purchase or lease of land from

(Name of Local Public Agency)

in

(Name of Urban Renewal or Redevelopment Project Area)

in the City of _____, State of _____
is described as follows²

3. If the Redeveloper is not an individual doing business under his own name, the Redeveloper has the status indicated below and is organized or operating under the laws of _____

☐ A corporation.☐ A nonprofit or charitable institution or corporation.☐ A partnership known as☐ A business association or a joint venture known as☐ A Federal, State, or local government or instrumentality thereof.☐ Other (explain)

4. If the Redeveloper is not an individual or a government agency or instrumentality, give date of organization

5. Names, addresses, title of position (if any), and nature and extent of the interest of the officers and principal members, shareholders, and investors of the Redeveloper, other than a government agency or instrumentality, are set forth as follows:

¹ If space on this form is inadequate for any requested information, it should be furnished on an attached page which is referred to under the appropriate numbered item on the form.² Any convenient means of identifying the land (such as block and lot numbers or street boundaries) is sufficient. A description by metes and bounds or other technical description is acceptable, but not required.

- a. If the Redeveloper is a corporation, the officers, directors or trustees, and each stockholder owning more than 10% of any class of stock¹.
- b. If the Redeveloper is a nonprofit or charitable institution or corporation, the members who constitute board of trustees or board of directors or similar governing body.
- c. If the Redeveloper is a partnership, each partner, whether a general or limited partner, and either the percent of interest or a description of the character and extent of interest.
- d. If the Redeveloper is a business association or a joint venture, each participant and either the percent of interest or a description of the character and extent of interest.
- e. If the Redeveloper is some other entity, the officers, the members of the governing body, and each person having an interest of more than 10%.

NAME, ADDRESS, AND ZIP CODE

POSITION TITLE (if any) AND PERCENT OF INTEREST OR DESCRIPTION OF CHARACTER AND EXTENT OF INTEREST

6. Name, address, and nature and extent of interest of each person or entity (not named in response to Item 5) who has a beneficial interest in any of the shareholders or investors named in response to Item 5 which gives such person or entity more than a computed 10% interest in the Redeveloper (for example, more than 20% of the stock in a corporation which holds 50% of the stock of the Redeveloper, or more than 50% of the stock in a corporation which holds 20% of the stock of the Redeveloper):

NAME, ADDRESS, AND ZIP CODE

DESCRIPTION OF CHARACTER AND EXTENT OF INTEREST

7. Names (if not given above) of officers and directors or trustees of any corporation or firm listed under Item 5 or Item 6 above:

B. RESIDENTIAL REDEVELOPMENT OR REHABILITATION

(The Redeveloper is to furnish the following information, but only if land is to be redeveloped or rehabilitated in whole or in part for residential purposes.)

¹ If a corporation is required to file periodic reports with the Federal Securities and Exchange Commission under Section 13 of the Securities Exchange Act of 1934, so state under this Item 5. In such case, the information referred to in this Item 5 and in Items 6 and 7 is not required to be furnished.

1. State the Redeveloper's estimates, exclusive of payment for the land, for:

- a. Total cost of any residential redevelopment. \$
- b. Cost per dwelling unit of any residential redevelopment. \$
- c. Total cost of any residential rehabilitation \$
- d. Cost per dwelling unit of any residential rehabilitation \$

2. a. State the Redeveloper's estimate of the average monthly rental (if to be rented) or average sale price (if to be sold) for each type and size of dwelling unit involved in such redevelopment or rehabilitation:

TYPE AND SIZE OF DWELLING UNIT	ESTIMATED AVERAGE MONTHLY RENTAL	ESTIMATED AVERAGE SALE PRICE
	\$	\$

b. State the utilities and parking facilities, if any, included in the foregoing estimates of rentals:

c. State equipment, such as refrigerators, washing machines, air conditioners, if any, included in the foregoing estimates of sales prices:

CERTIFICATION

I (We)¹ _____
 certify that this Redeveloper's Statement for Public Disclosure is true and correct to the best of my (our) knowledge and belief.²

Dated: _____

Dated: _____

 Signature

 Signature

 Title

 Title

 Address and ZIP Code

 Address and ZIP Code

¹ If the Redeveloper is an individual, this statement should be signed by such individual; if a partnership, by one of the partners; if a corporation or other entity, by one of its chief officers having knowledge of the facts required by this statement.
² Penalty for False Certification: Section 1001, Title 18, of the U.S. Code, provides a fine of not more than \$10,000 or imprisonment of not more than five years, or both, for knowingly and willfully making or using any false writing or document, or the same to contain any false, fictitious or fraudulent statement or entry in a matter within the jurisdiction of any Department of the United States.

PART II

HUD-600
(7-6)

REDEVELOPER'S STATEMENT OF QUALIFICATIONS AND FINANCIAL RESPONSIBILITY

(For Confidential Official Use of the Local Public Agency and the Department of Housing and Urban Development. Do Not Transmit to HUD Unless Requested or Item 8b is Answered "Yes.")

1. a. Name of Redeveloper:

b. Address and ZIP Code of Redeveloper:

2. The land on which the Redeveloper proposes to enter into a contract for, or understanding with respect to, the purchase or lease of land from

(Name of Local Public Agency)

in

(Name of Urban Renewal or Redevelopment Project Area)

in the City of _____, State of _____

is described as follows:

3. Is the Redeveloper a subsidiary of or affiliated with any other corporation or corporations or any other firm or firms? ☐ YES ☐ NO

If Yes, list each such corporation or firm by name and address, specify its relationship to the Redeveloper, and identify the officers and directors or trustees common to the Redeveloper and such other corporation or firm.

4. a. The financial condition of the Redeveloper, as of _____, 19____, is as reflected in the attached financial statement.

(NOTE: Attach to this statement a certified financial statement showing the assets and the liabilities, including contingent liabilities, fully itemized in accordance with accepted accounting standards and based on a proper audit. If the date of the certified financial statement precedes the date of this submission by more than six months, also attach an interim balance sheet not more than 60 days old.)

b. Name and address of auditor or public accountant who performed the audit on which said financial statement is based:

5. If funds for the development of the land are to be obtained from sources other than the Redeveloper's own funds, a statement of the Redeveloper's plan for financing the acquisition and development of the land:

6. Sources and amount of cash available to Redeveloper to meet equity requirements of the proposed undertaking:

a. In banks:

NAME, ADDRESS, AND ZIP CODE OF BANK

AMOUNT
\$

b. By loans from affiliated or associated corporations or firms:

NAME, ADDRESS, AND ZIP CODE OF SOURCE

AMOUNT
\$

c. By sale of readily salable assets:

DESCRIPTION

MARKET VALUE
\$

MORTGAGES OR LIENS
\$

7. Names and addresses of bank references:

8. a. Has the Redeveloper or (if any) the parent corporation, or any subsidiary or affiliated corporation of the Redeveloper or said parent corporation, or any of the Redeveloper's officers or principal members, shareholders or investors, or other interested parties (as listed in the responses to Items 5, 6, and 7 of the Redeveloper's Statement for Public Disclosure and referred to herein as "principals of the Redeveloper" been adjudged bankrupt, either voluntary or involuntary, within the past 10 years? ☐ YES ☐ NO

If Yes, give date, place, and under what name.

b. Has the Redeveloper or anyone referred to above as "principals of the Redeveloper" been indicted for or convicted of any felony within the past 10 years? ☐ YES ☐ NO

If Yes, give for each case (1) date, (2) charge, (3) place, (4) Court, and (5) action taken. Attach any explanation deemed necessary.

9. a. Undertakings, comparable to the proposed redevelopment work, which have been completed by the Redeveloper or any of the principals of the Redeveloper, including identification and brief description of each project and date of completion:

- b. If the Redeveloper or any of the principals of the Redeveloper has ever been an employee, in a supervisory capacity, for construction contractor or builder on undertakings comparable to the proposed redevelopment work, name of such employee, name and address of employer, title of position, and brief description of work:
10. Other federally aided urban renewal projects under Title I of the Housing Act of 1949, as amended, in which the Redeveloper or any of the principals of the Redeveloper is or has been the redeveloper, or a stockholder, officer, director or trustee, or partner of such a redeveloper:
11. If the Redeveloper or a parent corporation, a subsidiary, an affiliate, or a principal of the Redeveloper is to participate in the development of the land as a construction contractor or builder:
- a. Name and address of such contractor or builder:
- b. Has such contractor or builder within the last 10 years ever failed to qualify as a responsible bidder, refused to enter into a contract after an award has been made, or failed to complete a construction or development contract? ☐ YES ☐ NO
If Yes, explain:
- c. Total amount of construction or development work performed by such contractor or builder during the last three years: \$ _____.

General description of such work:

- d. Construction contracts or developments now being performed by such contractor or builder:

IDENTIFICATION OF
CONTRACT OR DEVELOPMENT

LOCATION

AMOUNT
\$

DATE TO BE
COMPLETED

AWARDING AGENCY

AMOUNT

2475 07524

3

- 12 Brief statement respecting equipment, experience, financial capacity, and other resources available :
such contractor or builder for the performance of the work involved in the redevelopment of the land,
specifying particularly the qualifications of the personnel, the nature of the equipment, and the general
experience of the contractor:

13. a. Does any member of the governing body of the Local Public Agency to which the accompanying bid or proposal is being made or any officer or employee of the Local Public Agency who exercises any functions or responsibilities in connection with the carrying out of the project under which the land covered by the Redeveloper's proposal is being made available, have any direct or indirect personal interest in the Redeveloper or in the redevelopment or rehabilitation of the property upon the basis of such proposal?

If Yes, explain.

- b. Does any member of the governing body of the locality in which the Urban Renewal Area is situated or any other public official of the locality, who exercises any functions or responsibilities in the review and approval of the carrying out of the project under which the land covered by the Redeveloper's proposal is being made available, have any direct or indirect personal interest in the Redeveloper or in the redevelopment or rehabilitation of the property upon the basis of such proposal? ☐ YES ☐ NO

If Yes, explain.

14. Statements and other evidence of the Redeveloper's qualifications and financial responsibility (other than the financial statement referred to in Item 4a) are attached hereto and hereby made a part hereof as follow

CERTIFICATION

I (We) 1

certify that this Redeveloper's Statement of Qualifications and Financial Responsibility and the attached evidence of the Redeveloper's qualifications and financial responsibility, including financial statements, are true and correct to the best of my (our) knowledge and belief.²

Dated: _____

Dated: _____

Signature _____

Signature _____

Tide

Time

Address and ZIP Code

Address and ZIP Code

- 1 If the Redeveloper is a corporation, this statement should be signed by the President and Secretary of the corporation; if individual, by such individual; if a partnership, by one of the partners; if an entity not having a president and secretary, one of its chief officers having knowledge of the financial status and qualifications of the Redeveloper.
- 2 **Penalty for False Certification:** Section 1001, Title 18, of the U.S. Code, provides a fine of not more than \$10,000 or imprisonment or not more than five years, or both, for knowingly and willfully making or using any false writing or document, knowing the same to contain any false, fictitious or fraudulent statement or entry in a matter within the jurisdiction of any Department or agency of the United States Government.

DISCLOSURE STATEMENT CONCERNING BENEFICIAL INTEREST
REQUIRED BY SECTION 40J OF CHAPTER 7 OF THE GENERAL LAWS

- (1) Location: _____
- (2) Grantor or Lessor: City of Boston
- (3) Grantee or Lessee: _____
- (4) I hereby state, under the penalties of perjury, that the true names and addresses of all persons who have or will have a direct or indirect beneficial interest in the above listed property are listed below in compliance with the provisions of Section 40J of Chapter 7 of the General Laws (see attached Statute).

NAME AND RESIDENCE OF ALL PERSONS WITH SAID BENEFICIAL INTEREST:

- (5) The undersigned also acknowledges and states that none of the above listed individuals is an official elected to public office in the Commonwealth of Massachusetts, nor is an employee of the State Department of Capitol Planning and Operations.

SIGNED under the penalties of perjury.

Signed: _____

Date: _____

MEMORANDUM

October 8, 1987

TO: BOSTON REDEVELOPMENT AUTHORITY BOARD AND STEPHEN COYLE, DIRECTOR

FROM: RICARDO A. MILLETT, ASSISTANT DIRECTOR FOR NEIGHBORHOOD HOUSING AND DEVELOPMENT

RE: CHALLENGE TRACK GUIDELINES FOR THE PARCEL 18/KINGSTON-BEDFORD PROJECT

SUMMARY: This memorandum requests authorization to begin the Challenge Track process with the issuance of the Challenge Track Guidelines to the Columbia Plaza Associates. With this action, the 120 day period begins for satisfaction of the Challenge Track criteria.

On June 25, 1987, the Authority voted as part of a "Resolution of the Boston Redevelopment Authority Regarding the Tentative Designation of a Minority Partner for the Parcel to Parcel Linkage Program" to adopt the Challenge track process as a vehicle for achieving the goals and objectives of the Parcel to Parcel Linkage Program. Since June 25, staff have been working with the Parcel 18+ Task Force and the Chinatown/South Cove Neighborhood Council to develop a set of guidelines for the Challenge Track process. In particular, the Challenge Track document outlines how the developers will met the following criteria within 120 days of receipt of the guidelines:

1. Expansion of the minority and community participation in the venture;
2. Development of a detailed and comprehensive community benefits plan;
3. Develop a feasible housing creation and production plan;
4. Submit a development plan for each site that is sensitive to the neighborhoods and complies with state and city regulations; and
5. Reach an agreement with private investors that promotes community ownership.

Attached is a copy of the Challenge Track document in substantially the form that will be presented to Columbia Plaza Associates. It is recommended that the Authority authorize the Director to present the completed document to Columbia Plaza

Associates in order to commence the 120 day period for satisfaction of the criteria.

An appropriate vote follows:

VOTED: That the Director be and hereby is authorized to present to Columbia Plaza Associates the Challenge Track guidelines in substantially the form attached, and to commence the 120 day Challenge Track process.